

Page 24:

✓ The Directors of Personnel and Training together with representatives from operating components take a fresh look at the over-all problem of clerical usage and make recommendations for a more effective system. This should be followed by an OTR reassessment of the clerical training program.

The DD/I agrees with the above recommendation. It is suggested that perhaps the Agency's requirements for stenographic skills are overstated and that more clerk-typists could be recruited.

✓ Pages 39
and 40:

(d) Curator, Historical Intelligence Collection, collaborate with Chief, Operations School/OTR, to develop and publicize ~~256141~~ working collection of open intelligence literature [] which will fully reflect the existence and capabilities of the principal collection at headquarters.

(e) DTR experiment with the concept of a board of overseers composed of senior grade professional officers as a means to improved communication with and indoctrination of consumers, and to promote the development of more effective policies on curriculum and enrollment.

(d) The DD/I concurs with the above suggestion and suggests that the Chief, Operations School discuss with the OCR Library possible advantages of having OCR take over and run this branch library as they do others in the Agency.

(e) This suggestion appears to be a useful one. It is suggested that it might be considered in conjunction with the Career Development Board soon to be set up as a result of the IG Report on the Agency's Career Service system. Training and career development being so closely allied might well both gain from having the same individuals advising in both fields.

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Page 55:

The courses on International Communism be given wider publicity and offered to the personnel of other agencies.

The DD/I concurs with the above recommendation and urges that it be made a part of early training of all officers in the Agency.

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Page 71:

(1) DCI issue instructions that Agency Regulations be amended by adding new provisions (a) directing the Deputy Directors to identify the categories of employees for whom specified degrees of language proficiency are required and to tie these standards of proficiency into promotion practices, and (b) directing the Deputy Directors to identify those positions, or that proportion of positions, in each overseas station that may be filled only by individuals who possess, to the degree specified, the language commonly used in the general area of that station.

(2) DCI issue instructions that Agency Regulations be further amended to make language proficiency testing, according to Agency standards, mandatory for all employees who are required to have language skills.

(5) The Deputy Directors take such measures as may be necessary to cause all staff employees under their jurisdiction who claim language competence to submit to the Office of Training tests at the earliest practicable moment.

(1) The DD/I agrees with the recommendation that Deputy Directors identify categories of employees for whom specified degrees of language proficiency are required. In fact, a general study with this in mind has already been accomplished in the DD/I offices and a present program of creating specific training standards throughout the DD/I will include identification of language requirements. However, I do not concur in the tying of language proficiency into promotion practices. This may be possible where one can be very specific that such and such a job must also be filled by an incumbent with a particular language proficiency. Most positions in the DD/I area cannot be so-labelled. It is, rather, our task to see that within a given office or division or branch a certain language proficiency is available without tying this to a particular individual position.

We concur in the recommendation that overseas positions be identified with respect to the required language and degree of proficiency

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needed by the incumbent.

(2) We agree that language proficiency testing should be mandatory for all employees who are required to have language skills. It is believed there may be need for certain exceptions here, such as FDD, where the employee is hired for his language skill, tested upon entrance on duty and his proficiency known at all times to his supervisors.

(5) We concur in the recommendation that language testing should be mandatory for individuals claiming language competence, again with an exception for a situation such as FDD outlined above. It is suggested that such mandatory testing be given only to those individuals who now claim a given language proficiency and not use as a basis the claims that they may have made in the past on the PHS form.

Page 92: It is recommended that:

no (a) The DCI establish as Agency policy that all junior professional officers enter Agency employ through the JOTP.

✓ (b) The DTR establish a JOT Selection Panel composed of line officer representation from the three Deputy Directorates together with appropriate representation from the Office of Personnel and Training. The Chief, JOTP, should chair the panel.

no (c) The DTR should give consideration to the feasibility of the use of outstanding public citizens in the panel selection process recommended above.

✓ (d) The DTR arrange for the participation on a rotational basis of line officer representation from the three Deputy Directorates in JOTP placement panels.

 (e) The DTR together with the Director of Personnel take steps to eliminate prejudices that have arisen which tend to assign second class status to DD/S and DD/I careers.



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(a) The recommendation in para. (a) above that all junior professional officers enter the Agency through the JOTP raises a number of problems. I feel the present aim of the program would have to be changed and the present standards would have to be lowered. I doubt enough JOTs could be recruited, especially in the professional fields needed by certain DD/I offices, unless a radical change in aim and standards is undertaken. The principle may be a good one but can it be carried out in practice?

There are a number of junior professional jobs in the DD/I area that don't need incumbents of the high standard presently set by

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the JOTP. In fact such individuals probably would be dissatisfied with these jobs. I am thinking of certain positions in OCR as junior analysts, in PIC as photo intelligence officers, in FDD as language officers, etc. There is also the problem of pay. To attract juniors in the fields of economics and the sciences we must presently pay higher rates than now offered to JOTs.

It is my feeling that we should recruit as many junior professionals as possible through JOTP but still allow concurrent recruitment directly into the offices.

(b) I agree with the suggestion that a JOT Selection Panel be set up which will include line officer representation from the three directorates.

(c) I disagree with the recommendation that outstanding public citizens should be used in the panel selection process. I do not believe such individuals would know enough about our business to be of any help.

(d) I would agree to participation on a rotational basis of line officer representatives from the Deputy Directorates on JOT placement panels. In fact, presently my office is represented on a Selection Panel choosing JOT candidates from within the Agency.

(e) Of course I strongly support any steps that can be taken to eliminate prejudices within the JOTP which might assign second class status to DD/S and DD/I careers.

Page 100: It is recommended that:

He (1) The DD/I direct that the recruitment and initial training of junior analysts be accomplished through the JOTP; that increased emphasis be placed by the Agency's recruitment facility on the recruitment of JOTs with academic backgrounds suited to DD/I needs; that ORR and other specialists recruitment be phased down as production of JOTs increases and generally limited to senior analysts at the Ph.D. level.

Goal (2) The DD/I and the DD/P initiate a test program for the rotation of qualified DD/I professionals to the DD/P to serve as reports officers with part of the tour to be spent overseas, DD/P reports officers in turn to rotate to the DD/I for training and experience in the evaluation and use of intelligence reporting.

Goal (3) Advanced external training for analysts be phased somewhat later in the career pattern, perhaps after the fifth year of duty, to permit maximum play of JOTP and other intelligence preparation during the apprenticeship period.

(1) I have commented on the recruitment of DD/I junior professionals in the previous recommendation. Again, let me say we should do as much as possible but cannot, and should not, do all our recruiting in this manner. I would agree that increased emphasis by the Agency's recruitment facility on JOTs with DD/I needs in mind is called for.

With respect to initial training, a broader foundation in intelligence matters than is now provided for is a good thing for the DD/I professional, both the specialist such as ORR and OSI uses as well as for the generalist. I would see for our people, however, a shorter period of training than called for by the DD/P recruits and of different emphasis. A college graduate with a profession on coming to work does not want too much more schooling, too much more being talked to,

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he usually wants to get to using his specialty as soon as possible.

I would also suggest that this initial training program be made available to all junior professionals, not just JOTs, in accordance with my feeling that all DD/I needs will not be filled by JOT recruitment.

I heartily agree that we should work with the Office of Training in developing a realistic, professional training program for DD/I newcomers.

(2) The suggestion that the DD/I and DD/P initiate a test program for the rotation of qualified professionals as reports officers to the DD/P and intelligence evaluators and reporters to the DD/I is not a new one. I myself and members of my staff have twice in the last three years discussed such rotation with appropriate officials of DD/P, especially FI. I can only say that there has been reluctance on their part to offer us high calibre individuals for a rotational assignment here. Furthermore, they have been able to make only four or five reports officer openings available to us and these of a temporary nature not encompassing any overseas experience. The indications are that this is due to their own personnel overage requiring them to fill every possible job with a DD/P individual.

(3) In para. (3) it is suggested that advanced external training for analysts be not undertaken for about the fifth year of duty to permit maximum use of initial JOTP type of training. I cannot agree with this as in many cases, especially with our economists and scientists, we must start this type of training at an early period. Not only is this necessary to keep them abreast of their specialties but also because

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of the labor market we are forced to employ scientists and economists with only bachelor degrees. To be fully effective their education should be at a more advanced level and the sooner we start giving them training of this sort the sooner will they begin to make a full contribution.

Page 105:

a. The DTR be specifically charged with the responsibility of determining under whose auspices non-OTR training will be conducted and,

b. Pertinent Agency regulations be amended accordingly.

The DD/I agrees with this recommendation but would like to point out the importance of DTR considering carefully an office's recommendations when the latter's non-OTR training program is under consideration.

Page 110: ✓ DTR review the training records of employees in professional categories who resigned from the Agency during FY 1960, or longer if necessary, to determine if a more definitive policy governing external training is required.

The DD/I agrees that this recommended review might be useful. It is suggested that the results be compiled by Career Service or by profession, such as economist, scientist, etc.

Page 113:

a. The DCI authorize the establishment of senior grade positions for selected Training Officers at the Assistant Director or DD/P Division Chief level with job qualifications designed to ensure the effective performance of proper training functions.

b. The DTR initiate an amendment to which more clearly describes his responsibility to render only advice, guidance and support to the on-the-job training effort.

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a. The DD/I does not concur in the recommendation that senior grade positions need be established for training officers within the operating components of the Agency. In some of the smaller offices at best the training officer position can only be a parttime one. With respect to other offices it is felt that the grade of the position would not determine the standard of training accomplished. This, rather, is a function of the office line management and can only be carried out by that group.

b. We agree with the recommendation of para. b.

Page 149:

The DCI authorize and direct the establishment of a mid-career training course for officers at the GS-12 and -13 level in order to prepare them for broader responsibilities particularly in the field of command, to refresh their motivation in the intelligence service and to broaden their understanding of the interrelationship of Agency functions.

We agree with the principle of this recommendation. In fact, a course of this very nature for DD/I officers was developed with the Office of Training and has just concluded its first running. It appears to have been most successfully received and it is our plan to further develop and broaden this program for DD/I officers at mid-career.

Amend
Page 154:

The DCI authorize and direct that a senior officer program be established to develop more officers capable of formulating and evaluating comprehensively policy concerned with intelligence in the U.S. Government generally in keeping with the outline described above.

The idea of a senior officer training program appears to have merit. The importance of the most careful planning and study before this is attempted cannot be overemphasized however. There should be a judicious sprinkling of outside speakers or discussion leaders and the most experienced and senior officers within the Agency should be used.

I agree that this is not the time for establishment of an Intelligence Staff College.